

Daily briefing

October 21, 2018



Columbia Gas®



Standing Agenda

- Headlines
- Weather
- Operational Updates
- Customer and Community Support
- Claims
- Communications
- Discussion Topics
- Sheltering Options











Headlines

- We have now:
 - Replaced more than 37 miles of pipe to date
 - Replaced 3,503 service lines, of which 3,328 are Gas Ready
- We are:
 - Focused on House Ready
 - Restoring the interactive map to the web
 - Holding Back to Business event on 10/23 for all communities

Weather

DATA AS OF 10/21/2018

10-day Forecast

DAY		DESCRIPTION	HIGH / LOW	PRECIP
TODAY OCT 21		Partly Cloudy	47°/32°	0%
MON OCT 22		Mostly Sunny	52°/39°	0%
TUE OCT 23		PM Showers	57°/41°	50%
WED OCT 24		Partly Cloudy	52°/35°	10%
THU OCT 25		Mostly Sunny	44°/30°	0%
FRI OCT 26		Sunny	47°/34°	0%
SAT OCT 27		Partly Cloudy	50°/38°	0%
SUN OCT 28		Showers	50°/42°	60%
MON OCT 29		AM Showers	50°/40°	40%
TUE OCT 30		Partly Cloudy	53°/40°	20%

Sunrise/Sunset Schedule 10/21/2018

Activity	Time
Sunrise	7:05 AM
Sunset	5:53 PM

SOURCE: Weather.com as of 9:30 AM on 10/21

Operation Assess / Install

House Ready¹

KPI	To date	Target	% of Target
Residential	474	7325	7%
Commercial ²	122	1122	11%

Date	10/17	10/18	10/19	10/20	10/21
House Ready ¹	24	126	16	50	76
Schedule			100	150	150

Resource Daily Overview

- Labor**
 - Labor aligned with recent weekend levels; significant presence in Zone 5
 - Weekend ramp up; 180 additional plumbers
 - Plumbers/Support 398/15, Gas Fitters - 471, Electricians – 144, GRS field ops – 357, Local inspectors – 14, Linguists – 64
- Appliances**
 - Sufficient appliance stock to meet demand through 3 day schedule; readily available stock 1 day away
 - Water heaters–980, Boilers – 1038, Combination units – 1309, Tankless water heaters–314, Ranges–1499, Dryers–1118, Furnaces – 186

Today's Focus

- 76 meters in plan vs schedule of 150 House Ready meters
- Work focused in all zones with: Zone 4 – 30 House ready, Zone 1 – 10 House ready
- Productivity improvement to focus scope and efficiency of plumbers

Risks

Topic	Status	Comments
Labor	Yellow	Optimizing plumber utilization
Appliances	Green	Sufficient appliance stock
Materials	Yellow	Supplies on location still a gap
Weather	Yellow	Morning rain, cool
Productivity	Red	50 House Ready for ~10,000 trade hrs

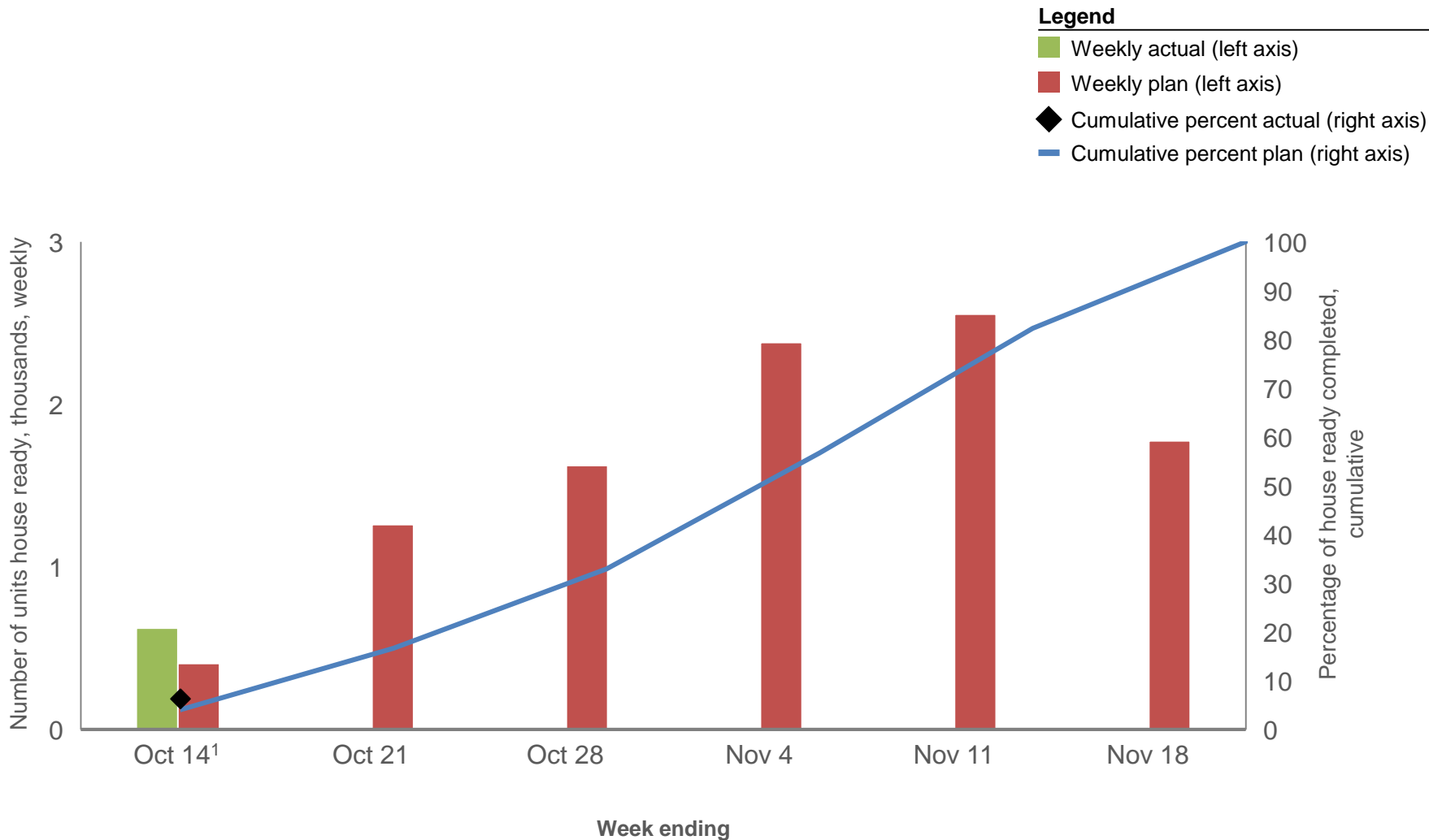
Identified Productivity Improvements (not exhaustive)

Topic	Action
Plumber Scope	Focus scope on plumbing necessary activities; implement with plumbing companies and field leadership
NiSource Field Support	Expanded work packet and implementation of plumber scope boundaries
Parts Availability	Move parts closer to the point of use; mobile trucks started 10/20

¹ House Ready meters defined as a meter that has passed inspection for heat and hot water

² Removal of customers covered by "back to business" pending

Operation Assess / Install: Progress vs. plan



¹ Week ending in October 14 shows project to-date through EOD 10/14/18.

Note: Number house ready currently represented using dwelling units. In the future, this information will be presented using number of meters. Projections based on plumber count. Subject to change.

Operation Back-to-Business

Business customers by status

Trailing 4-day count in meters (#)

	House ready	Relit, cumulative
Oct 17	0	19
Oct 18	0	25
Oct 19	2	41
Oct 20	2	43

Progress to date

- Back to Business Operations started on 10/19

Next 24 hours

- Pilot B2B Tool for KPI reporting in Lawrence
- Continue to refine B2B Tool for Assessments and Claim Estimates
- Onboard data manager

Customer and community engagement

- PMs called all 675 business customers and reached 301 personally (not including voicemail)
- Planning B2B event in Lawrence on 10/23 for all three communities

Business customers by status, # meters

	First successful call made		Pre-assessment		Assessment		House ready		Relit, cumulative		Total sites
	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	Proj.	Actual	
Lawrence	TBD	155	TBD	53	TBD	0	TBD	2	TBD	4	304
Andover	TBD	92	TBD	19	TBD	19	TBD	0	TBD	16	217
North Andover	TBD	54	TBD	13	TBD	13	TBD	0	TBD	23	154
Total	TBD	301	TBD	85	TBD	32	TBD	2	TBD	43	675

Construction

Labor resourcing: Crews planned

	10/21 (Sunday)	10/22	10/23	10/24
Andover	35	67	67	67
Lawrence	84	93	92	80
North Andover	32	52	52	57
Total	151	212	211	204

Progress Update

	Project to Date	Target
Main line Installed ft	196,766 (37.2 miles)	235,000 (44.5 miles)
Polyethylene pipe re-qualified ft	52,493 (9.9 miles)	68,640 (13 miles)
Service line replaced (#)	3,503	6,100
Gas Ready Services ¹	3,328	6,100
<ul style="list-style-type: none"> Service and main line replacements are ahead of schedule 		

Progress

- Main installed project to-date: 196,766 feet (37.2 miles)
- Service lines gas ready project to-date: 3,328
- Service lines replaced on 10/20: 186
- Service lines gas ready on 10/20: 184
- Projects 1.1,7.2,7.3 complete all service lines and gas ready

Next 24 hours

- Mains and service lines worked in all zones Saturday
- Planning 151 crews for Sunday

Customer and community engagement

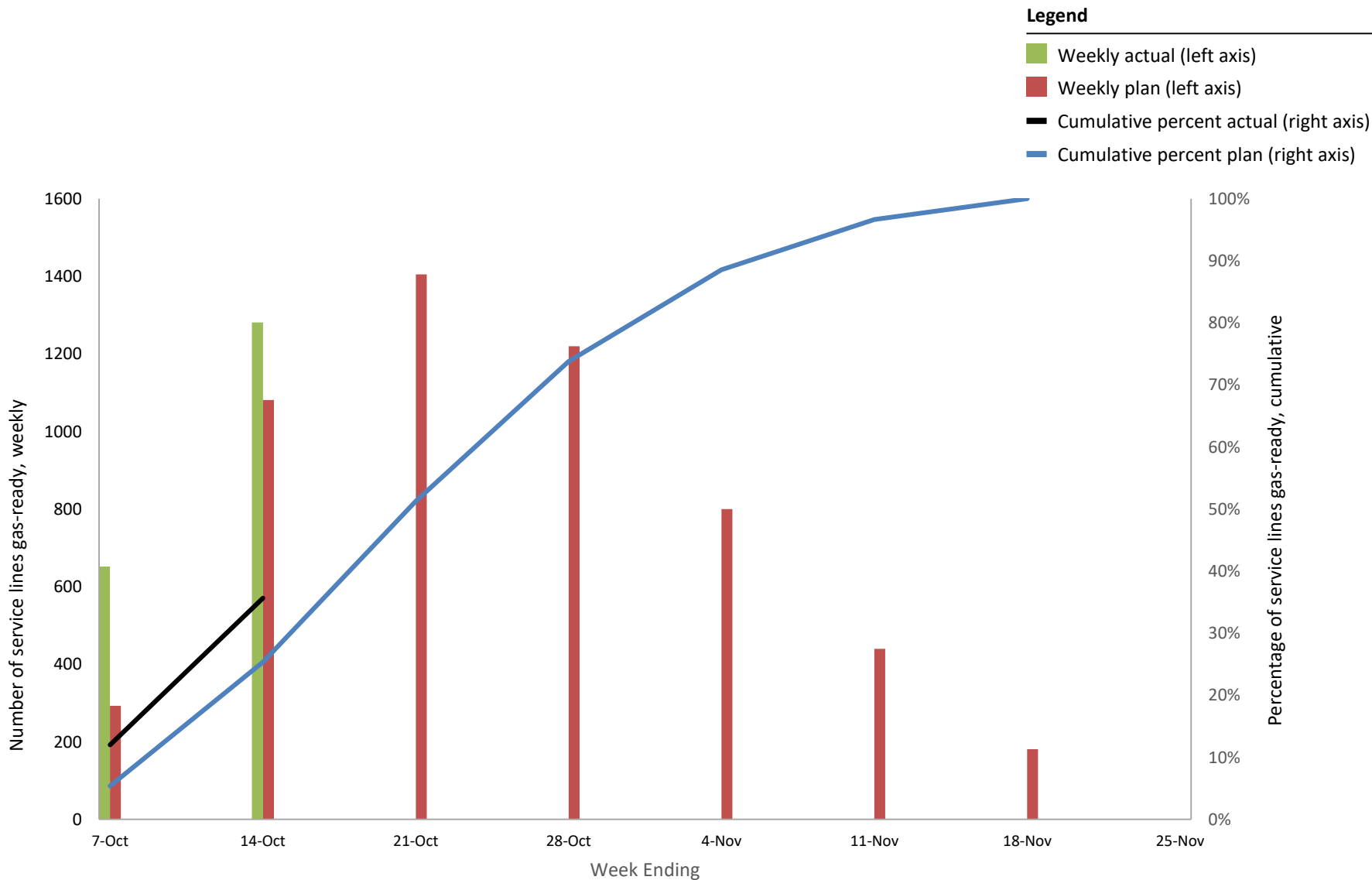
- Continue to hold daily meetings with DPW of all three communities along with Environmental Partners
- Continue to hold daily project coordination meetings with local fire and police departments in all three municipalities to discuss traffic management
- Continue to hold weekly project coordination meetings with MassDOT to mitigate state road impacts as necessary

Risk

- Inclement weather – Low
- Resources - Low
- Materials - Low
- Permitting and Traffic Control - Low

¹ Distinct from Gas Ready meters

Construction: Service line Gas Ready progress



Customer and Community Support

Yesterday's call center performance (through 6pm)

Topic	Sub-topic	Calls Handled		Since Event	
		Actual seconds	Yesterday	Actual seconds	Calls Handled
Call center performance (Target: 30 second ASA)	CMA	6	627	93	86,714
	CR ²	47	8		

Mobile Customer Care Centers

Metric	Actual
# of customers interacted with (yesterday)	59
# of customers interacted with (to-date)	1,893

Deployment Area	1	2	3	4	5	6	7	8
Zones		✓		✓				✓

1 Average seconds to answer. | 2 CLEARResult

Progress to date

Mobile Customer Care Centers launched: 9/26

- Deployed through zones 2, 4, and 8
- Visitors: Andover 14, North Andover 5 ("Block" Pilot), Lawrence 40
- Questions focused on service restoration, assess/install, appliance options, and claims process/status

"Block" RV Pilot – new RV (zone 8) site to assist field customer questions during assess/install "house ready" process.

- North Andover Mobile Unit new location: 565-595 Chickering Road (Chickering Plaza)

Customer and Community Engagement

Customer Resource Walk-in Locations

- Facility/space planning, painting, IT infrastructure and telephony installation in process through the weekend, target completion Tuesday (10/23)

Critical Care/Temp Heat Outreach

- Outbound calls to 140 critical care customers who have temporary heat – completed. Weekly touchpoints until relight

Goals for next 24 hours & beyond

Operation 100%

- Personalized outbound calls by CCC to all impacted customers to determine property ownership and number of dwellings restarted today (10/20.)

Recruitment Activities continue: 47 candidates for the 15 Customer Care Advisor positions and 1 Team Leader position.

- Interviewed 26 candidates
- Additional interviews scheduled through 10/20

Claims

Metrics

Metric	Total to date
Calls received at Claim Reporting toll-free number	28,931
Claims serviced at walk-in centers yesterday	38 – Andover 44 – Lawrence 0 – North Andover
Residential claims, %	94%
Claims with more than 1 payment, %	38%
ASA: Claim Center, yesterday	6 seconds

Claims by Municipality

Municipality	Claims Received	Active Claims	Value paid out, \$M
Andover	4,442	3,092	\$8.08
North Andover	3,047	2,198	\$4.77
Lawrence	12,869	9,004	\$10.11
Other Areas ¹	859	548	\$0.74
Total	21,217	14,842	\$23.7

Progress Update

- 223 customer claims were completely resolved Saturday
- Forty-one (41) payments issued over \$10,000, nearly twice the prior day volume

Goals for next 24 hours & beyond

- Completing a review of all business claims to understand what stage they are at in the process and look for opportunities to help customers
- Continue to have the Claim team support execution of the Operation Back to Business strategy

Customer and community engagement

- Two Claim Centers were open Saturday through which we continue to service residential and business customers
 - 81 residential customers Saturday, 72 being returning customers
 - 1 new business customer

¹ Areas impacted by electrical outage may be outside of Lawrence, Andover, and North Andover

Communication

Image of the Day



Photo shared by Andover Police, thanking the crews that restored gas to the Andover Library, public warming center, Saturday: 10/20/18

Ongoing Customer and Community Engagement

- Updated emergent information on ColumbiaGasMA.com and in customer-facing documents (talking points, FAQs, facts sheets)
- Shared content on social channels and responded to customer concerns
- Continued to distribute Path to Service Restoration customer packets to mobile resource centers
- Continued to employ integrated communications plan

Completed

- Daily media briefing
- Back to Business Open House planning

Columbia Gas Website: ColumbiaGasMA.com
Columbia Gas Facebook: <https://www.facebook.com/ColumbiaGasMA>
Columbia Gas Twitter: @ColumbiaGasMA

Discussion topics

- Mission focus
- Weekly outlook

Detail on placement of customers into alternate housing

Municipality	Metric	Total in housing EOD 10/18	Newly housed 10/19	Total in housing EOD 10/19	Of which: Hotels	Of which: Apartments	Of which: Trailers
Andover	Families	232	18	250	235	1	14
	Individuals	624	50	674	614	4	56
	Rooms	242	22	264	264	0	0
North Andover	Families	193	11	204	186	1	17
	Individuals	585	22	607	541	4	62
	Rooms	200	13	213	213	0	0
Lawrence	Families	1,399	106	1,505	1,301	7	197
	Individuals	5,258	345	5,603	4,666	34	903
	Rooms	1,582	133	1,715	1,715	0	0
Other areas ¹	Families	2	0	2	2	0	0
	Individuals	7	0	7	7	0	0
	Rooms	3	0	3	3	0	0
Total	Families	1,826	135	1,961	1,724	9	228
	Individuals	6,474	417	6,891	5,828	42	1,021
	Rooms	2,027	168	2,195	2,195	0	0

Updates:

- Families placed in RVs total 228, a decrease of 1
- Apartment placements stayed flat at 9 with additional placements in process
- 72 new housing requests received through 800 reporting number

¹ Customers in this category had an unlisted address and/or an alternate outside address

Sheltering Options Status

DATA AS OF 10/19/2018



Shelter type	Available for Placement (10/19)	Units with Placements	Total (available for placement plus already placed)			
Hotels	2,241 rooms	2,195 rooms	4,436 rooms			
	By Day Available for Placement Units					
	*assumes placements increase of 175 units per day					
	10/20	10/21	10/22	10/23	10/24	10/25
	2,066	2,058	1,883	1,708	1,553	1,378
Apartments	157 apartments	9 apartments	166 apartments			
Trailers	144 trailers	228 trailers	372 trailers			
Congregate Shelters	1,000	0	1,000			

KPIs

Current Units Secured	Target Goal
4,789	5,000
96%	100%

Rooms available
by 10/24 (hotels &
apartments)

Percentage of goal

Progress update

- Secured 372 travel trailers (all are onsite): 372 are operational; 194 trailers are occupied (as of 5 PM on 10/20)
 - South Commons Park (Lawrence): all 180 onsite and operational. 116 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
 - Pemberton Park (Lawrence): all 100 onsite and operational. 48 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
 - Grogan Field (North Andover): all 60 onsite and operational. 19 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
 - Recreation Road (Andover): all 32 on site and operational. 11 families have registered at the site and are occupying trailers (as of 5 PM on 10/20)
- Congregate shelter at IndusPad, 46 Stafford Street, Lawrence. 1000 beds available. 36 people are registered as of 5 PM on 10/20.
- Nevins Farm in Methuen is available to kennel and care for household pets should customers have a need.

Appendix

Columbia Gas Contact Information

Affected Customer Hotline (866)-388-3239

Property Claims Number (800)-590-5571

- Temporary Housing number (800)-590-5571 select language and then select option 3

Emergency Line (800)-525-8222

Claims Center and Back-to-Business Locations (see website for availability):
439 South Union Street, Lawrence:

Mon. – Fri. 7a.m. – 7p.m.; Sat. 9a.m.-2p.m.

20 Main St. Andover: Claims Center (shifting to 45 Main St. on 10/20)

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

45 Main St. Andover: Back-to-Business

Mon. – Fri. 12 p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

115 Main St. North Andover:

Tue. – Fri. 12p.m. – 8p.m.; Sat. 9a.m. – 2p.m.

Career Hotline (866) 960-7285

For online information visit www.columbiagasma.com